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**KIRIRI WOMENS' UNIVERSITY OF SCIENCE AND TECHNOLOGY
UNIVERSITY EXAMINATION, 2019/2020 ACADEMIC YEAR
FOURTH YEAR, SECOND SEMESTER EXAMINATION
FOR THE DEGREE OF BACHELOR OF SCIENCE
(BUSINESS ADMINISTRATION)**

Date: 13th December, 2019
Time: 8.30am – 10.30am

KHR 406 - EMPLOYEE RELATIONS

INSTRUCTIONS TO CANDIDATES

ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS

QUESTION ONE (30 MARKS)

- a) Read the following excerpt and answer the questions that follow.

House helps wins big in court battle with employer

Varshita, a Parklands resident woke up on Sunday morning and fired her house help of four years. But when she fired Elizabeth on April 24, 2012 she never explained the reason behind the termination. Despite her working for four years, she was given a monthly pay of Kshs 7,000.00 and was so self-motivated that she never went on annual leave and worked on public holidays. In addition, Varshita's husband harassed Elizabeth sexually when Varshita was at work, yet Elizabeth kept it to herself for fear of intimidation and being fired. This is because she was the sole bread winner of her four school going children.

Elizabeth was advised by her friends to go to employment and labour relations court, but was reluctant since she did not have a written contract. However, after a month she went to relevant court and filed her case. After five months in the corridors of justice, Justice Nelson Auma made the award of Kshs 1.2 million to Elizabeth.

- i) Suggest the labour issues that made Elizabeth win the case? (6 marks)
- ii) Specify the circumstances under which an employee may be summarily dismissed. (6 marks)
- iii) As a HR professional, suggest how you would have handled Elizabeth's employment situation. (4 marks)
- b) Briefly explain six qualities of an emotionally intelligent manager. (6 Marks)
- c) Differentiate between the following terms as used in Employee relations
- i) The pluralists and unitarist approaches (4 marks)
- ii) The Open door and Step-ladder approaches (4 marks)

QUESTION TWO (20 MARKS)

- a) 'This decade is largely characterized by a shift from an emphasis on industrial relations to employee relations' Discuss. (10 marks)
- b) Explain how well articulated Employee Relations programmes enhance the competitiveness of organizations. (10 marks)

QUESTION THREE (20 MARKS)

- a) Assess the benefits of an effective grievance procedure to an employer. (8 marks)
- b) Discuss the reasons why it would be important for the employee relations manager to have good knowledge of labour laws. (12 marks)

QUESTION FOUR (20 MARKS)

- a) Describe a standard disciplinary procedure in an organization of your choice (8 Marks)
- b) Explain the strategies that may be adopted to enable an organization right size rather than declare redundancy (12 marks)

QUESTION FIVE (20 MARKS)

- a) Evaluate the benefits of employee participation to an employer. (12 marks)
- b) Employees are faced with problems out of work which the qualified resident workplace counsellor must deal with. Citing examples assess this statement in reference to the statement above. (8 marks)